



Emergency Preparedness

Protecting Workers & Employers:

Disclaimer

This manual is designed to help small businesses in Virginia prepare for emergencies. It does not give a complete account of the several codes, standards and regulations that may apply or who is responsible for meeting those standards. This manual provides an overview of general best practices to help you decide if you are prepared for emergencies.

Principal Author:

R. Michael McDonald, Ed.D.
Associate Professor
Virginia Commonwealth University
School of Business

Emergency Preparedness - Protecting Workers and Employers: A Planning Guide for Small Business in Virginia was prepared by the Virginia Labor Studies Center at Virginia Commonwealth University and the Virginia Department of Labor and Industry under the U.S. Department of Labor – OSHA 21(d) special grant program.

This manual is funded by the U.S. Department of Labor - OSHA

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Introduction

September 11, 2001 is a date Americans will never forget. The loss, damage and hurt were almost beyond measure. The attacks of that day, combined with the Oklahoma City bombing and others, make it clear we must be more prepared for emergencies now than ever before. Violence on the job, transportation or industry accidents, and chemical spills also have gained national attention. Changing weather patterns raise concerns in some areas with higher risks of fire. In other places, heavy rains bring the risk of floods.

What do these events have in common? They all show how much we need good emergency planning. Time and time again, we see that the people who survive disasters are the people who are prepared to face them.



Purpose of this manual

The purpose of this manual is to help you to prepare for emergencies that may threaten the health and safety of your employees. These events may even threaten the survival of your business. This manual will help you to:

- identify the hazards and threats you and your employees may have to manage in an emergency;
- evaluate how likely it is you will have to manage such events;
- consider and weigh the impact of an emergency on your business and employees, on other businesses and on the community;
- consider your legal responsibilities for emergency evacuation, fire protection, and chemicals in your workplace;
- assess how effective your current emergency plans are;
- coordinate your emergency plans with local and state officials and with other businesses;
- get emergency planning help from a variety of sources.

Do you really need an emergency plan?

Your business always faces a number of threats. Some of these threats are small, others are more serious. Some seem likely, others seem very unlikely, maybe even absurd. Yet somewhere in the United States, in businesses not much different from yours, they happen. Paint booths catch fire. Toxic chemicals spill and spread vapors throughout production areas. Angry employees show up at work, sometimes with a gun, and threaten violence. Maybe none of these things has happened in your workplace. But, what if one did?

Take a moment and rate below how ready you think your company is to handle these situations.

Would you be prepared if...

1] ...a man with a gun forced his way past your receptionist and into your facility?	0 1 2 3 4 NOT PREPARED WELL PREPARED
2] ...a gas line broke and fire broke out threatening your main office or production center?	0 1 2 3 4 NOT PREPARED WELL PREPARED
3] ...it was 11:50am and you have just been told a bomb was set to go off somewhere in your facility at 12 noon?	0 1 2 3 4 NOT PREPARED WELL PREPARED
4] ...a vessel holding a highly hazardous chemical ruptured in the tank farm of the company next to yours and a toxic cloud was about to surround half your workplace?	0 1 2 3 4 NOT PREPARED WELL PREPARED

Figure 1

Now, add up your score. Are you and your employees prepared? Anything less than 16 points could mean that what starts out as a minor incident could easily turn into a substantial loss.

What about terrorism?

Our government is preparing for more terrorist acts on American soil. There is tighter security around major national landmarks and institutions. Experts warn us to expect future attacks against vulnerable regional and local targets.

Will your place of business be next? The truth is, no one really knows. If your company or your employees are an 'attractive' target to a terrorist group, then you should definitely consider yourself at higher risk. Even if you think a terrorist attack is not likely, shouldn't you be ready if your workplace is hit by a tornado, falling aircraft, major fire or a 'once in 100 years' flood? These are all rare events. As a business operator it is your job to think about them and be prepared.

"Terrorism... is the unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof in furtherance of political or social objectives." (U.S. 28 C.F.R. Section 0.85)

Could your company become a target of terrorism?

The 1995 bombing of the Alfred P. Murrah Federal Building in Oklahoma City and rising violence from environmental and extremist groups show that terrorism also happens on the home front. The FBI has recorded over 450 real and suspected cases of terrorism within the US since 1980 (Source: *Terrorism in the United States. FBI. 1999, p.10*). Often these attacks are against businesses. Over 400 businesses were

directly impacted by the September 11, 2001 attacks on the World Trade Center and the Pentagon.

NOTES: Your work site may be at higher risk of terrorist attacks if you answer yes to any of these questions.

"Over the past thirty years, 80 percent of all terrorist attacks on American targets have been against American businesses."

(Source: Ambassador L. Paul Bremmer III, (2002) in Foreword (p.xi) to *Business at Risk: How to Assess, Mitigate, and Respond to Terrorist Threats*. Cincinnati, OH: National Underwriter Company. ISBN 0-87218-702-0)

1. Does your work site store, use, handle, or transport any of these?

- | | |
|---|---|
| <input type="checkbox"/> flammable liquids, solids, gases | <input type="checkbox"/> oxidizers or organic peroxides |
| <input type="checkbox"/> toxic or poisonous materials | <input type="checkbox"/> infectious materials |
| <input type="checkbox"/> corrosive materials | <input type="checkbox"/> radioactive materials |
| <input type="checkbox"/> reactive materials | <input type="checkbox"/> explosives |

2. Does your work site provide an essential service?

- | | |
|--|---|
| <input type="checkbox"/> utility provider | <input type="checkbox"/> emergency services |
| <input type="checkbox"/> communications | <input type="checkbox"/> health care |
| <input type="checkbox"/> sewer/waste treatment | <input type="checkbox"/> food/water |
| <input type="checkbox"/> transportation | <input type="checkbox"/> education |

3. Does your work site handle a large amount of incoming materials?

- | | |
|--|---|
| <input type="checkbox"/> mail/small packages | <input type="checkbox"/> import/export of materials |
| <input type="checkbox"/> bulk packages, materials, equipment | <input type="checkbox"/> raw materials |

4. Is your work site a high volume/high profile site (or located close to one)?

- | | |
|---|---|
| <input type="checkbox"/> lots of pedestrian traffic | <input type="checkbox"/> close to large numbers of people |
| <input type="checkbox"/> auditorium/theater | <input type="checkbox"/> school/university |
| <input type="checkbox"/> large shopping mall | <input type="checkbox"/> high-rise office complex |
| <input type="checkbox"/> sports arena | <input type="checkbox"/> hospital |
| <input type="checkbox"/> tourist site | <input type="checkbox"/> government offices |

For a more detailed versions of the above worksheet see: (a) *Prepare, Prevent, Protect South Carolina: Best Practices in Workplace Security*. South Carolina Governor's Workplace Security Advisory Committee, May 23, 2002; (b) *State Domestic Preparedness Support Program: Assessment and Strategy Development Tool Kit*. (NCJ181200). US Department of Justice, Office of Justice Programs; FY 1999.

What would an emergency cost your business?

Any loss in business is undesirable. An emergency that results in an injured employee, damaged equipment or product, or halt in service could be costly. Some managers do not want to spend money to 'prevent' something that has not yet happened. As a result, they are not prepared when an emergency does happen. They have to learn the hard way that proactive steps to prevent or reduce loss lowers overall costs.

Small losses can cost more you than you think! Each dollar you spend recovering from a loss-event reduces profit and resources that could be used to meet other business needs. Even 'simple' workplace injuries can be expensive. Many workers' compensation injury claims average \$2,000. However, the direct costs recorded by your insurance carrier are only the tip of the iceberg. These small mishaps actually cost you much more.

Studies show that when businesses add up all the direct and indirect costs they've spent at least 6 times the recorded direct cost amount. Are mishaps silently stealing away your profits and resources? Look at the \$2000 Workers' Comp claim in *Table 1*. See how the true cost is figured using the "6 x" multiplier. Find your company's profit margin and see how much you would have to earn to cover this small loss.

How much profit is needed to cover a simple \$2,000 work injury?

Table 1

	Cost	20% profit Margin	10% Profit margin	5% Profit Margin
Direct Costs Only (known)	\$2,000	\$10,000	\$20,000	\$40,000
True Costs (Low Estimate)	\$12,000	\$60,000	\$120,000	\$240,000

Could your company afford a larger accident or event? Think about a major fire, explosion, or other emergency event. You do the math. Emergency planning is no guarantee. Businesses that prepare and practice for emergencies can and do survive when others fail.

So, you need an emergency plan -- Now what?

Start your review by writing or updating your **Emergency Management Policy** statement. It need not be long. It should state your company's policy about emergencies and what employees need to do if one occurs. You should also have an **Emergency Management Manual**. The manual should include:

- your policies on emergencies,
- lists of emergency contacts and phone numbers,
- copies of your updated Emergency Action Plan (EAP) and Fire Prevention Plan (FPP), and
- any other information or procedures you and your employees may need in an emergency.

This manual is the backbone of your emergency planning efforts. It will guide your day-to-day operations, training, and emergency response actions.

Is Your Company at Risk? Complete an Assessment and Find Out.

If a fire, chemical spill, workplace violence, or other emergency happened at your facility tomorrow would you be ready for it? Unless you have spent time developing emergency plans for your site, the answer is most likely "probably not." An emergency plan for your company is not something you can buy from a vendor or copy from the business next door. There are no short cuts to writing your emergency plan.

Before you begin, decide how much time and effort you want to invest in your plan. Your analysis should be equal to your level of risk (need). In all cases, you need to make sure your operations meet regulatory codes, standards, zoning, and other legal requirements. Your risk assessment helps you meet legal requirements as well as ensuring the safety of your facility, operations, and people.

The five steps in assessing risks

Here are five steps that help you and your employees address emergencies that might arise at your workplace. Then you can plan steps to prevent or lessen losses.

Step 1. Develop management commitment

- Call together your management team, supervisory personnel and labor representatives. Discuss the need for, or improvements to, emergency response plans and actions at your workplace.
- Make sure you have met OSHA and other legally required emergency preparedness standards, codes, and regulations (*see Which regulations concern you?*);

- Make sure you and your employees are committed to emergency preparedness through communications, training, practice drills and periodic ongoing inspection and review. you'll know you're making progress when your score to the four emergency preparedness questions at the beginning of this manual totals 16.
- Make sure you 'gauge' the level of effort needed. Reviewing your current level of emergency preparedness should be relatively easy. Upgrading your emergency capabilities and integrating them as a vital part of your organization's work culture can take time and resources. You'll want to invest these wisely.

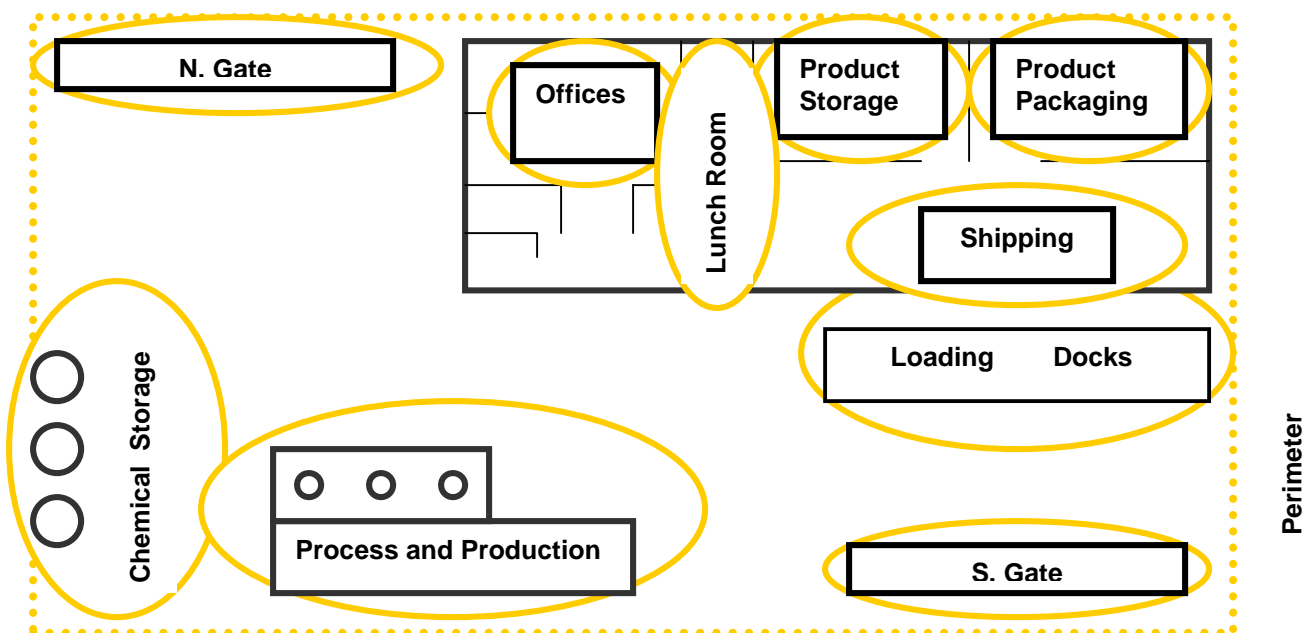
NOTES:

Step 2. What are the threats and where are they?

- If you store, use or make hazardous chemicals or waste, you need to know what and where those hazards are. Include the hazards at the business next door. First, prepare (or update) a chemical manifest list of all the chemicals and other hazardous agents (chemicals, medical waste, etc.) at or near your workplace. This list should be updated often. Include information about how much of each material you have, what its properties are, and the location of its material safety data sheet (MSDS). This will help you to determine your risks. It is also vital to emergency responders.
- Review your insurance, workers' compensation and accident/incident records to see what kind of risks your employees already face. Notice how often accidents are happening.
- If your workplace is small, you might simply map where the hazards are. Include chemicals, other hazardous agents, and dangerous processes or operations in the buildings and on the grounds (*Figure 2*).
- If you have a large, complex operation, you'll want to move beyond this basic step. Divide up your facility into processes or functional areas and then compile flow charts that detail how hazardous agents are stored, transferred, mixed, used and how byproducts waste are collected. The chemical inventory listings, process flow diagrams and facility/hazard spot maps showing the locations and flow of hazardous agents into, through and from your premises will be instrumental to your emergency planning efforts and to any outside emergency responders.

Plot map of facility high risk exposure areas

Figure 2



Step 3. What emergencies could you face?

NOTES:

- Assign small groups of knowledgeable workers to each of these areas to complete a more detailed risk analysis. Charge each group with systematically identifying and listing the “most serious” and “most likely” problems that could generate an emergency situation within that portion of your facility or business.
 - ❑ First, examine the range of serious problem situations that have or almost have happened there.
 - ❑ Consider the full range of emergency causes: typical industrial mishaps, fires, explosions, chemical spills, etc. Also consider situations involving occupational violence, vandalism, sabotage and terrorism.
- Provide each group with whatever maps, flow diagrams or other materials they may need. Be sure to require they all use the same hazard rating criteria and record sheets such as those provided in this manual.
- Each group should assign someone to record their findings. All groups should use the same standardized form. A sample form is provided at the end of this booklet as *Appendix A*. ‘What-if’ risk exposures are recorded in the left column (e.g, a delivery truck catches fire and explodes while parked at the delivery dock; a valve bursts allowing a toxic vapor to spread through the main production area). Columns to the right are provided to identify and rate the likelihood the event might occur (*use Figure 3*), and to rate the most likely worst-case outcome should it occur (*use Figure 4*). Space is also provided for group members to record their best thinking on strategies for either preventing the event or reducing the event’s severity.

Rate the *probability* each hazard/threat might occur

Hazard Ranking	Probability an emergency might actually occur	Hazard Ranking	Probability an emergency might actually occur
A	Very likely to occur	C	Unlikely to occur
B	Likely to occur	D	Very unlikely to occur

Figure 3

Note: Hazard rating criteria have been adopted from MIL-STA-882-D, U.S. DOP.

Step 4. Consider and rank your risks

Now it is time to organize and use the work your teams have done. Assemble a risk planning group to consider and rank the emergency hazards and threats to your business.

This group should include staff from your management team, supervisors and the general workforce. Be sure you have staff who manage, direct, and can change the way your organization operates on a day-to-day basis. For example--operations managers, safety and/or security personnel, risk managers, and engineering/maintenance personnel.

The Risk Planning Group compiles a complete list of the real or possible factors that would expose your employees and workplace to an emergency event. Ask this group to:

1. Consolidate all the smaller lists written by your employee work groups.
2. Check to make sure that all aspects of your operations are included. Make corrections.
3. Review the Risk Assessment Codes that were assigned by the work groups for probability (*Figure 3*) and severity (*Figure 4*). Make sure they are valid and consistent.
4. Rank the list using *Figure 5*. Put HIGH ratings first, then MEDIUM and then LOW.

Ranked Risk Exposures

1. Leak/explosion storage tank (HIGH)
2. Chemical spill loading docks (HIGH)
3. Fire – cafeteria (HIGH)
4. Unauthorized access gates & fence (MEDIUM)
5. Chemical spill next door (MEDIUM)

NOTES:

5. Review the recommendations of the work groups for all HIGH and MEDIUM rate hazards or threats. Consider how to effect changes to improve preventive and emergency response capabilities.
6. Edit and select the best and most feasible fixes. Develop cost estimates.
7. Make a list of prioritized actions.
8. Get approvals and make an action plan. What will be done? By whom? How much will it cost? And what are the target completion dates?
9. Implement, monitor, and test your emergency management system.

Rate the severity for an emergency hazard or threat

Hazard Class	Severity	Effects on people, materials, facilities, operations
I	Catastrophic	Death, multiple severe injuries, mission loss
II	Critical	Severe injury or major property damage (>\$25,000)
III	Marginal	Minor injury or property damage (<\$25,000)
IV	Negligible	Minimal injury or property damage — little, if any, effect

Figure 4

Step 5. Improve your present level of emergency readiness

Your workplace needs to be in compliance with OSHA and other emergency preparedness codes and regulations. They are a legal requirement and must come first. Meeting regulatory standards is part of this risk assessment. Your risk assessment will make it clear to employees “why” you need a thoughtfully developed emergency plan. The OSHA Emergency Evacuation Standard will explain the contents of the plan.

Begin by targeting the risk exposures that received the highest risk ratings. Generally, any hazard or threat that received a HIGH rating must be corrected. At the least, the rating has to be reduced to MEDIUM (see Figure 5). OSHA and other emergency safety standards will help you reduce these risk exposures. As you plan and put in place the 'fixes' for your top-rated problems you will likely correct many of the lower rated issues as well.

Apply the risk exposure decision matrix

		Emergency Hazard / Threat severity			
		I	II	III	IV
Probability of Occurrence	A	High	High	Medium	Medium
	B	High	High	Medium	Low
	C	High	Medium	Medium	Low
	D	Medium	Medium	Low	Low

Figure 5

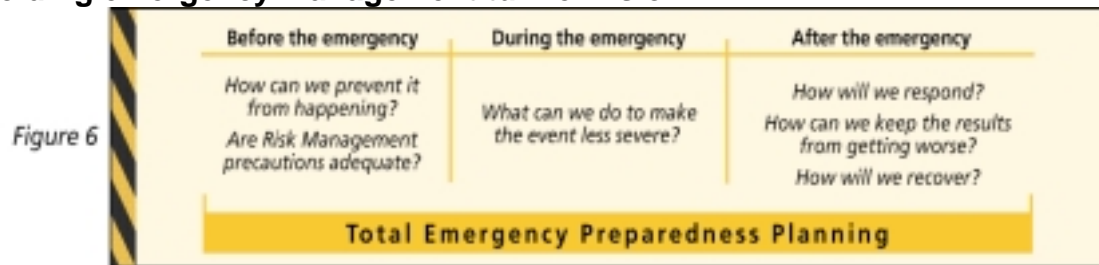
Watch out for ‘tunnel vision.’ It is very easy to get ‘tunnel vision’ when you think about how to prevent or respond to emergency events. Serious gaps in preparedness can result. One solution or process will not work for all events. Following the planning outline in this manual will help your business prevent emergency situations. It will also help you control and reduce the size of any losses that occur. Ask your teams to keep Figure 6 handy as a reminder to think through each possible emergency event. It will help them consider and develop both effective prevention and loss-reduction strategies.

Your risk work groups are made up of employees and managers from the risk areas that are being evaluated. Since they participated in the writing of the plan, they have “ownership” and are more likely to comply with changes they see as needed. Employees need to think about prevention and reducing the size of loss during planning for all stages of emergency response—before,

NOTES:

during and after the event. This helps avoid emergency management tunnel vision.

Avoiding emergency management tunnel vision



Watch out for your weak point!

A recent survey of South Carolina businesses reported that 24 percent of small businesses and 20 percent of medium-size companies had no written emergency response plan. *Figure 7* lists the 10 most commonly reported problems with emergency response planning. As you work to improve your emergency plans make sure your business does not have these problems. Operating your business without an emergency plan may prove to be your weakest point.

The 10 most common emergency planning problems

- | | |
|---|---|
| 1. No upper management support for the plan. | 6. Failure to keep the plan up-to-date. |
| 2. Lack of employee buy-in. | 7. No method of communication to alert employees of an emergency event |
| 3. Poor, or no training of employees on the plan. | 8. OSHA regulations not part of the plan. |
| 4. Lack of practice with the plan. | 9. No procedures for shutting down critical equipment. |
| 5. No designated leader in the event of an emergency. | 10. Employees are not told what actions to take in the event of an emergency. |
- Source: Prepare, Prevent, Protect South Carolina: Best Practices - Workplace Security. A Report from the Governor's Workplace Security Advisory Committee. May 23, 2002; p. 33-34.

Figure 7

What Are Your Legal Responsibilities Relating to Emergency Management?

A word about regulations

Safety, health and environmental emergency planning regulations can seem imposing -- even invasive. They exist because they are needed. Each rule was developed in response to a real-world need. According to OSHA, nearly 50 American workers are injured every minute during the 40-hour workweek. Each day, 17 workers die. Fires ignite, workers are injured, and chemicals are spilled. When these events happen, being prepared can lessen the severity and is in everyone's best interest.

When businesses view meeting regulatory rules negatively, it can lead to doing just enough to get by. However, seeing regulations positively allows you to use them as tools to build and maintain a safer, more profitable workplace.

NOTES:

Beneath most safety regulations is a very simple philosophy. It is that you are expected to look for and take those actions necessary to protect the safety, health, and well being of your employees, the environment and your community. OSHA's four-point safety program can be very helpful to keep your efforts on track.

OSHA's safety program

1. Active management commitment and employee involvement
2. Ongoing analyses to identify hazards and threats and ensure compliance and program effectiveness
3. A program of aggressive hazard prevention and control
4. Training on all the above for your employees, supervisors, and managers

Which regulations concern you?

This depends on your type of business. OSHA has standards that may apply to your business, as does the Environmental Protection Agency (EPA). Remember, as a general rule, OSHA is only concerned with the safety and health of your employees. EPA is concerned with the environment and the impact of your business on the community. Your business is likely to be subject to fire, transportation and zoning regulations, as well as your own corporate policies.

All the following standards are not covered in this manual, but you need to know about them and where you can get more information on what they require. They are listed by code section with a brief description of each.

The major OSHA standards governing emergency preparations & response *(Note: other standards also may apply to your business)*

Figure 8

29 CFR 1910.38	Employee Emergency Action Plans ... helps clarify and define the emergency action plans that are required by and within other OSHA standards
29 CFR 1910.119	Process Safety Management of Highly Hazardous Explosives & Blasting Agents ... outlines performance standards for operations and processes Chemicals, involving highly hazardous chemicals and explosives
29 CFR 1910.120	Hazardous Waste Operations & Emergency Response ... outlines emergency planning requirements when hazardous substances and wastes are involved
29 CFR 1910.123-124	Eye, Face & Respiratory Protection ... specifies use of protective equipment in emergency situations
29 CFR 1910.151	Medical Services & First Aid ... addresses availability of first aid, medical treatment & emergency care
29 CFR 1910.156	Fire Fighting, Brigades & Equipment ... specifies requirements in responding to emergency fire situations
29 CFR 1910.157	Portable Fire Extinguishers ... addresses immediate fire evacuation vs. employee use of fire extinguishers
29 CFR 1910.164-165	Fire Detection & Employee Alarm Systems & Procedures ... specifies detection system operating parameters and emergency alarm system performance requirements
29 CFR 1910.1000-1199	Emergency Response to Certain Chemicals ... addresses unique emergency response requirements for selected hazardous chemicals
29 CFR 1910.1200	Hazard Communication ... reviews training and information on hazardous chemicals that must be provided to employees

Some of the EPA regulations governing emergency preparations & response

(Note: other laws and standards also may apply to your business)

Figure 9

NOTES:

42 U.S.C. 11001	SARA Title III (aka EPCRA) Emergency Planning & Community Right to Know ... This law was designated to help local communities protect public health, safety & the environment from chemical hazards.
40 CFR 68.112(r)	Risk Management Plans & Programs ... Requires businesses with specified quantities of regulated substances to prepare & implement a risk management, plan to detect and prevent accidental releases, and to protect human health & the environment.

OSHA 1910.38: The most widely applicable emergency preparedness standard

OSHA 1910.38 – “Employee Emergency Action Plans & Fire Prevention Plans” is the most widely applicable emergency preparedness standard. It shows the minimum elements OSHA requires you to include in your Emergency Action Plans (EAP) and Fire Prevention Plans (FPP). As a general rule, OSHA does not accept verbal instructions (alone) about what to do in an emergency as enough. This means you need to write the emergency plans required under 29 CFR 1910.38. They have to include the actions managers and other specific individuals will take to ensure employees are safe during fire and emergencies.

How detailed does the plan have to be?

A very simple plan is enough in offices, small retail shops, and small manufacturing settings where there are few or no hazardous materials or processes. Employees simply evacuate when alarms sound or when notified by public address systems. More complex plans are needed in workplaces that have hazardous materials or where employees fight fires, perform rescue and medical tasks, or delay evacuation after alarms sound to shut down critical equipment.

Make sure your emergency action plan (EAP) is tailored for your situation. Be specific about emergency conditions, evacuation policies and procedures, emergency reporting mechanisms and alarm systems.

Note: Sections of the following have been borrowed directly from the OSHA website (www.osha.gov) and various government publications. Original sources are listed at the end of this manual.

The minimum elements that must be in your EAP

- ☐ emergency escape procedures and route assignments
- ☐ procedures for employees who delay evacuation for critical plant operations
- ☐ how you will account for all employees after evacuation
- ☐ employee rescue and medical duties
- ☐ how to report fires and other emergencies
- ☐ job titles/names of staff to contact for more information about the EAP

A system for effective emergency evacuation

Clearly show:

- ☐ the levels of evacuation to be used in emergency events
- ☐ who can authorize an evacuation
- ☐ what conditions call for an evacuation
- ☐ actions to take before & during evacuation (shutting windows, turning off equipment and closing doors)
- ☐ escape routes and post-evacuation assembly sites for each facility location

Employee training and communications

- ❑ Before you implement the EAP, appoint and train enough people to help employees evacuate safely and in an orderly way.
- ❑ Review the plan with each employee covered by the plan:
 - when the plan is developed;
 - whenever the employee's responsibilities or designated actions under the plan change; and,
 - whenever the plan is changed

NOTES: The minimum elements that must be in your Fire Prevention Plan

OSHA 29 CFR 1910.38(b)(1) states that your workplace must have a Fire Prevention Plan (FPP). This rule applies to all fire prevention plans required by a particular OSHA standard. Fire prevention plans should be in writing (see summary below) and must have certain minimum elements.

- ❑ a list of the major workplace fire hazards and their proper handling and storage procedures
- ❑ potential sources of flame (such as welding, smoking and others) and their control procedures
- ❑ the type of fire protection equipment or systems which will control a fire involving any of the above
- ❑ job titles/names of employees responsible for maintenance of equipment and systems installed to prevent or control fires
- ❑ job titles/names of employees responsible for control of fuel source hazards

Training and communication

- ❑ Policies and Procedures
 - How you will train employees about the fire hazards of the materials and processes with which they work.
 - How you initially will train each employee about the parts of the fire prevention plan they need to know for their personal safety in an emergency.

Access and availability

- ❑ Keep written plans in your workplace for your employees to review. (If you have 10 or fewer employees, you may tell the employees the plan verbally. You are not required to keep a written plan.).

Maintenance

- ❑ You are required to install and maintain systems on your heat producing equipment to prevent accidental fire. Make sure your established procedures are in the written fire prevention plan.

Plans that work retrain employees yearly. They include practice drills for evacuation and gathering in assembly areas.

Summary

NOTES:

OSHA 29 CFR 1910.38 “Employee Emergency Action Plans & Fire Prevention Plans” is the major OSHA emergency-planning standard. It states your responsibilities for emergency prevention and preparedness in your workplace. It also serves as a foundation for other emergency management requirements from different OSHA standards. Under 29 CFR 1910.38 you have to be ready to safeguard and protect your employees. You must also review your emergency plans with new and long time employees. Remember that when employees change jobs in your business, they may need more or different information about the emergency plan. Your written plans have to be kept at the workplace. It must be easy for employees to review them. If you have 10 or fewer employees, you can tell your employees about these plans verbally (you are not required to keep a written plan.)

Where can you get help with your EAP and FPP?

OSHA has a website (<http://www.osha.gov>) with emergency planning information and assistance. The eTools are especially helpful. While you’re there, check out the other safety information they offer. You can also get help with your plans by calling the Virginia Department of Labor and Industry. See other resources at the end of this manual.

Coordinating with your neighbors and community

Good emergency planning is part of being a good corporate citizen. What happens to your business will affect your community. In an emergency, you may need help from community resources. Planning with neighboring businesses, and local fire, police, and emergency services may be a big help to your company and employees. If your company uses, stores, or disposes of hazardous chemicals or wastes it is important that you plan with your Local Emergency Planning Committee (LEPC).

Measuring success

We all hope that our efforts to keep emergencies from happening work and we are never faced with a test of our planning. Too often, businesses ignore safety until something terrible happens. Then they go through a short-lived frenzy of being committed to safety. After a few weeks or months, business returns to ‘normal’ with people giving lip service to safety again. This pattern is sometimes called a “blood cycle.”

Is this how safety gets handled in your business? If so, you have to break this cycle or your emergency planning efforts may be useless. To be truly prepared, your managers, supervisors, staff, and employees must all be dedicated daily to safety and readiness. Everyone must know what to do and how to do it in an emergency. They also must have the needed training and resources. You must make preparedness more than a priority. Emergency preparedness must become a value in your business – a value of safety that is part of your day-to-day work culture.

Assistance from the Virginia Department of Labor & Industry, Office of Consultation Services

For help in reviewing your level of emergency readiness, you may contact the Office of Consultation Services in the Virginia Department of Labor and Industry. They provide free on-site consultation services. Their goal is to help employers understand and comply with the Virginia Occupational Safety and Health (VOSH) Standards. They can help you find and correct safety and health hazards. They give priority to high hazard workplaces with 250 or fewer employees. For more information, click on the Cooperative Programs link on the Department of Labor and Industry website <http://www.doli.state.va.us>, or you can contact them by phone at (804) 786-8707.

Write to them at: Virginia Department of Labor & Industry, Attention: Consultation Services, Powers-Taylor Building, 13 South Thirteenth Street, Richmond, Virginia 23219

Other Virginia sources of emergency planning information and assistance

1. The Office of the Assistant to the Governor for Commonwealth Preparedness
<http://www.commonwealthpreparedness.state.va.us/>
2. Virginia Department of Emergency Management
<http://www.vdem.state.va.us/>
 - *Terrorism Preparedness and Response Guidebook*, Virginia Department of Emergency Management
<http://www.vdem.state.va.us/prepare/terrorismtoolkit/terrguide/index.htm>
 - Virginia Local Emergency Office 24-Hour Contact Numbers
<http://www.vdem.state.va.us/prepare/terrorismtoolkit/terrguide/appendices/index.htm>
3. Virginia Department of Environmental Quality
 - Virginia SARA Title III Program (Home Page)
<http://www.deq.state.va.us/sara3/homepage.html>
 - Local Emergency Planning Committee Contacts
<http://www.deq.state.va.us/sara3/lepc.html>

Federal OSHA publications and online resources

1. Federal Occupational Safety & Health Administration (OSHA)
<http://www.osha.gov/>
 - To print a copy of OSHA's guidebook for setting up a safety program in your small business go directly to:
 - *OSHA Handbook for Small Business* - OSHA Publication #2209
<http://www.osha.gov/Publications/Osha2209.pdf>
 - To print a copy of OSHA's Emergency Evacuation Planning Manual go directly to:
 - *How to Plan for Workplace Emergencies and Evacuations* - OSHA Publication #3088 (Rev. 2001)
<http://www.osha.gov/OshDoc/Additional.html> - 3088
- For help deciding what types of Emergency Plans you need, or what elements your plan may need, go directly to OSHA's New eTool page at:
http://www.osha.gov/SLTC/evacuation_etool/eap.html

For online help writing a simple Emergency Action Plan (EAP) for your low-hazard business, go directly to:

http://www.osha.gov/SLTC/evacuation_etool/expertsystem/default.htm

-Hazardous Waste Operations and Emergency Response

<http://www.osha.gov/Publications/OSHA3114/osh3114.html>

2. Federal Emergency Management Agency (FEMA)

<http://www.fema.gov/>

- *Emergency Management Guide for Business & Industry: A Step-By-Step Approach to Emergency Planning, Response and Recovery for Companies of All Sizes.*

<http://www.fema.gov/library/bizindex.shtm>

3. Centers For Disease Control & Prevention (CDC)

Centers for Disease Control and Prevention (CDC)

<http://www.cdc.gov/>

National Institutes for Occupational Safety & Health (NIOSH)

<http://www.cdc.gov/niosh>

4. US Department of Justice

<http://www.justice.gov/ag/terrorismaftermath.html>

Federal Bureau of Investigation (FBI)

<http://www.fbi.gov/>

- *State Domestic Preparedness Support Program: Assessment and Strategy Development Tool Kit*

(NCJ181200). US Department of Justice, Office of Justice Programs; Fiscal Year 1999

Other resources

1. State of South Carolina, Governor's Workplace Security Advisory Committee

- *Prepare, Prevent, Protect South Carolina: Best Practices in Workplace Security*

<http://www.llr.state.sc.us/workplace/workplacesecurity.htm>

2. National Fire Protection Association (NFPA)

- For information on the new NFPA 1600 Standard, *Disaster Recovery, Emergency Management & Business Continuity Planning*, contact NFPA at (617) 770-3000 or

<http://www.nfpa.org/>

Sources Referenced in this Manual

1. US Code of Federal Regulations (U.S. 28 C.F.R. Section 0.85)

2. Ambassador L. Paul Bremmer III, (2002) in Foreword (p.xi) to *Business at Risk:*

How to Assess, Mitigate, and Respond to Terrorist Threats. Cincinnati, OH:

National Underwriter Company. ISBN 0-87218-702-0).

3. US DOD, MIL-STD-882-D, *Standard Practices for System Safety.* February 10, 2000.

4. *Prepare, Prevent, Protect South Carolina: Best Practices in Workplace Security.*

South Carolina Governor's Workplace Security Advisory Committee, May 23, 2002.

5. *State Domestic Preparedness Support Program: Assessment and Strategy Development*

Tool Kit. (NCJ181200). US Department of Justice, Office of Justice Programs;

Fiscal Year 1999.

6. *Prepare, Prevent, Protect South Carolina: Best Practices - Workplace Security.*

A Report from the Governor's Workplace Security Advisory Committee. May 23, 2002; p. 33-34.

7. The U.S. Department of Labor's OSHA website and various sublinks: see <http://www.osha.gov/>.

NOTES:

Appendix A: Emergency Situation Identification and Rating Worksheet

Process/Job/Location Evaluated: _____ Part/Element: _____ Team Members: _____

List possible emergency situations (List each possible situation here; then complete the columns to the right; be sure to rate the Severity & Probability of each & list recommended 'Fixes.'	What would be the most likely worst case outcome?	Rate the severity (most likely worst case if it does happen) <i>A – Catastrophic</i> <i>B – Critical</i> <i>C – Marginal</i> <i>D – Negligible</i>	Rate the probability (that it could happen) <i>I – Highly Likely</i> <i>II – Somewhat Likely</i> <i>III – Somewhat Unlikely</i> <i>IV – Highly Unlikely</i>	List specific steps or changes that would prevent this emergency situation or control/minimize losses
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